



USMC Center for Advanced Operational Culture Learning & USMC Center for Irregular Warfare

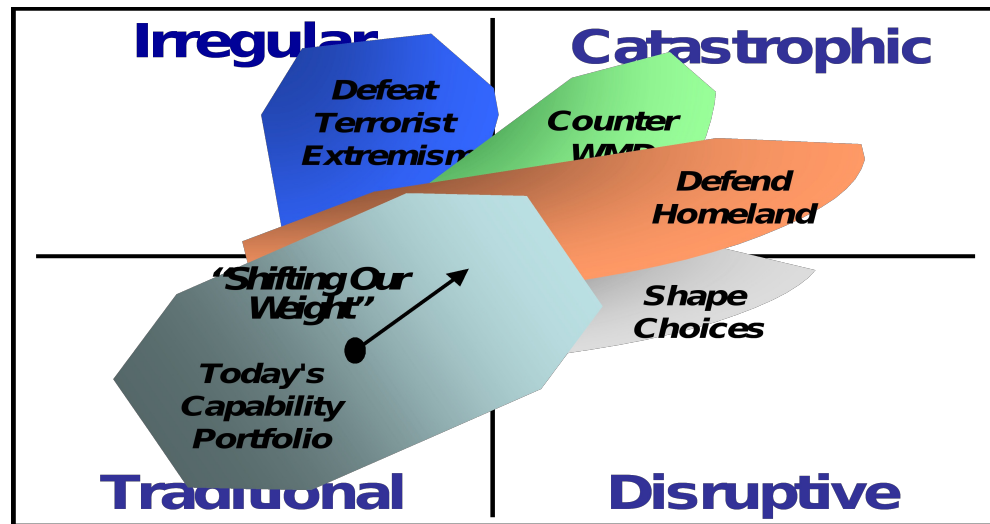
DLCC Meeting

21 March 2007



The Environment

- Develop Balanced Capabilities
 - Irregular/Non-Traditional ... Traditional

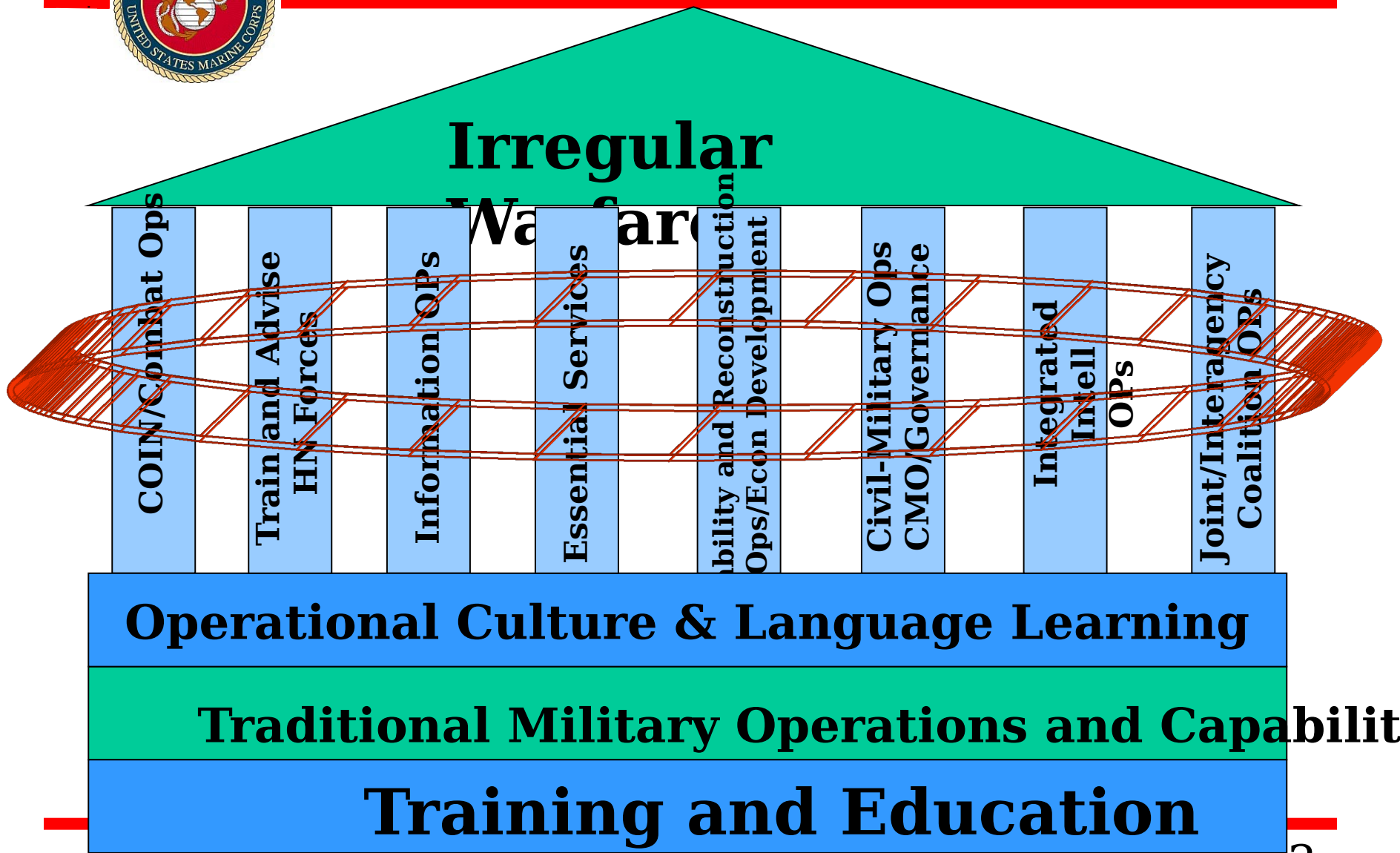


Marine Corps Operational Domain Trending into the Irregular Quadrant

- Across the range of military operations Shaping & Deterrence to SSTRO (Phase 0 - Phase 5)



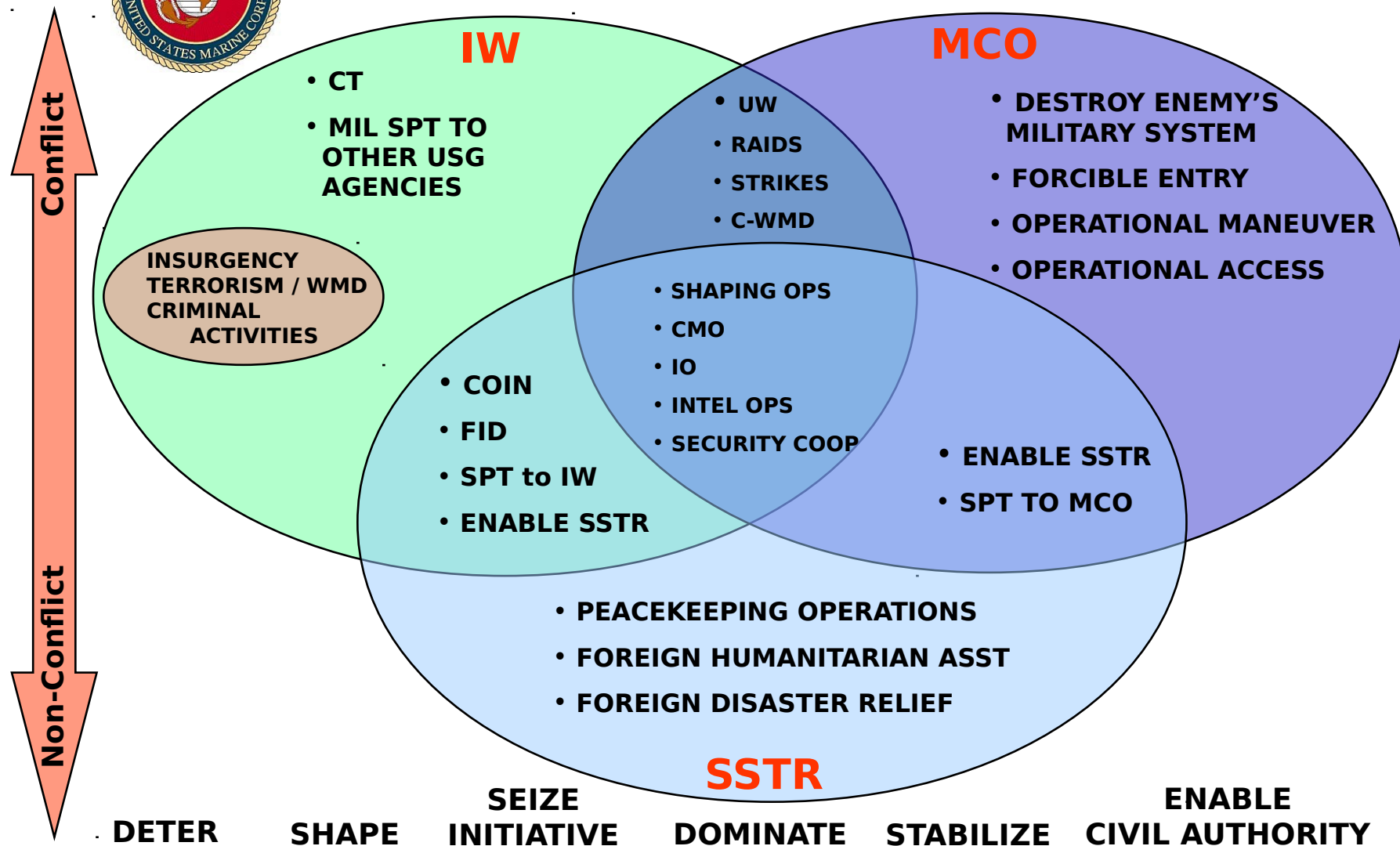
Irregular Warfare Lines of Operation



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Relationships IW / MCO / SSTR Culture / Language Training



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IrW Background

- **Strategic Situation**
 - US is involved in a “Long War”
 - Enemies do not use traditional military tactics
 - Requires DoD/Services to adopt unconventional and indirect approaches
 - Focus transformation efforts against irregular challenges
- **DoD IrW Findings**
 - US military organized/trained & educated/equipped for traditional war
 - DoD underinvested in both GPF and SOF capabilities and capacities for protracted IrW
- **DoD IrW Objectives**
 - Increase IrW capabilities and capacities in GPF
 - Develop IrW capabilities and capacities for “long war”
- **DoD IrW Outcomes**
 - Rebalance GPF capabilities and capacities for long duration COIN ops
 - Increase SOF capacities and capabilities
 - Rebalance joint & service unit and individual Training and Education
 - Manage DoD people to meet IrW requirements



Irregular Warfare

The Need Is Identified Already

- “The 21st Century Marine Corps” vision says
 - “...the future holds a greater likelihood of irregular wars fought in urban environments, against thinking enemies using asymmetric tactics.” It also says that the Corps must “...train, educate, orient and equip Marines to operate skillfully across the wide spectrum of operations, blending the need for combat skills and counter-insurgency skills with those required for civil affairs.”
- “Marine Corps Operating Concepts for a Changing Security Environment” says the Corps should
 - “...widen the aperture through which we look for solutions... focusing on the challenges of countering irregular threats...”
- “Irregular Warfare Joint Operating Concept”
 - “...we (must) demonstrate the same overwhelming competency in irregular warfare that we demonstrate in conventional warfighting.”



IrW Key Questions

- Key IrW question:
Are current irregular warfare operations (Iraq, Afghanistan, broader war on terrorism) an aberration, or do they represent the “face” of warfare for the foreseeable future?
- Should we optimize for conventional conflict and ‘hedge’ for Irregular Warfare, or *vice versa*?
- What does an appropriate IrW capability look like?
- How much capacity for Irregular Warfare is enough?
- How do we get the T&E we need?

UNCLASSIFIED Center for Advanced Operational Culture Learning



Training / Education

Service

Language Schools

Fleet

Joint World

NGOs

State Department

INTEL

Academia

Inter Agency

Defense Dept Guidance

Expanding #
Of players and
Products

Operationalize
Culture/Language Training
and Education

Coordinating

Provide "function-focused" language
ability.

Use language aids and technology.

TECOM

• Understand cultural terrain's effect on operations.

• Ensure planning includes cultural considerations.

• Ensure Marines consider indigenous view of actions.

• "One-Stop" operational culture/language training.

• Operational culture training in every level of T&E.

• Track career Marines' regional knowledge as commander's resource.

• Provide "function-focused" language ability.
• Use language aids and technology.

= Center for Advanced Operational Culture Learning

Prepare Marines to Successfully "Navigate the Cultural/Human Terrain"



CAOCL Execution Priorities

Priority of Efforts

1. Persistent **Home Station and Pre-Deployment** Training for Operational Forces and FMTU
2. Support to the **Schoolhouses and Distance Learning**
3. Scenario Performance Based **“operational” language learning**
 - **Language Learning Resource Centers FY07**
 - Support for the **operating forces/FMTU/Advisors**
 - Support for **career-Marine Regionally Focused Studies**
 - Support **sustainment language** training
4. Regional Studies for **career Marines**
 - **Career Marine Regional Studies**



USMC Culture Learning End State

Not culture for the sake of culture, but a **reasonable amount of operationally focused training and education**, to ensure **Marines** and leaders make **informed decisions and understand the cultural impacts** of tactical and operational decisions.

"...navigate cultural and human terrain as easily as Marines can now use a map to navigate physical terrain."

LtGen James Mattis



IrW COA

- **Form USMC Center for Irregular Warfare**
 - **Approve Charter that declares CIW the primary USMC coordinating agent for IrW change across DOTMLPF pillars under CG TECOM direct guidance and DC, CD&I oversight. Policy oversight maintained at PPO.**
 - **Add structure to include one USMC Col as CIW Deputy for Irregular Warfare and small support staff**
 - **Track and report all IrW actions for QDR Execution Roadmap, DoDD 3000.05 (SSTRO), and related DoD, service, inter-agency actions.**
 - **Coord actions with USA/USMC COIN COE, Services, SOCOM, JS, JFCOM, Agencies, Coalition Partners**
 - **Form USMC IrW Coordinating Group chaired by Dep for IrW**
 - **MCCDC CDD, MCWL, PPO, Intel, TECOM, MCU, MARFORCOM, M&RA, I&L, SYSCOM**
 - **Reports as an OAG for IrW/COIN related matters to CE Advocate**



USMC IrW End State

Fully integrated IrW capability focused on enhanced training & education.

- “Mainstream” and integrate IrW/COIN/SSTRO concepts and methods
- Retain IrW/COIN “Corporate Knowledge”- eliminate future learning curve
- “One stop” coordinating activity for USMC change activities
- Improve performance in current IrW fights
- Improve PTP and plan “Next CAX” with view to balanced capabilities
- One USMC IrW “voice” in the Joint/Inter-agency arenas coordinated with PPO/HQMC.
- Coordinate across all change pillars DOTMLPF.
- Answer the QDR IrW Execution Roadmap and other DoD mail in coord with PPO/HQMC.
- Focus on and take advantage of our superb Human Capital through T&E.
- Get the Balance Between Traditional and Irregular Right!


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Vision

CAOCL executes the vision of the Commandant to develop an operationally focused "...understanding of the people we are trying to help and the people we are fighting: their culture, what they think is unimportant, what they think is important," through focused training for the operating forces, individual training and Professional Military Education (PME), Distance Learning, and Professional Reading.

CAOCL promotes a grasp of culture and language as regular, mainstream components of the operating environment—the human terrain—throughout the full spectrum of military operations; is the Corps' "one-stop" clearing house for operational culture and language training.

Questions?

- In any region of the world
- In current and potential operating conditions
- Targeting persistent and emerging threats and opportunities

Goal

CAOCL does not teach culture for its own sake, or for a non-directed appreciation of or sensitivity towards foreign peoples. CAOCL executes operationally focused training and education in individual training, PME, and pre-deployment courses, that are designed to provide the operating forces with a grasp of culture and language as regular, mainstream components of the operating environment.

This site contains culturally relevant resources such as current news and analysis, maps and images, digital media debriefs, tactics, and language (Arabic, Russia, French, Spanish, Turkish, and Uzbek), which enable users to explore operational culture in Operation Iraqi Freedom, Operation Enduring Freedom, Caucasus and Central Asia, South Asia, and Africa.

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CULTURAL RESOURCES

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